



PUBLIC HEALTH

ALWAYS WORKING FOR A SAFER AND HEALTHIER WASHINGTON

Citizens Advisory Board

July 6, 2006

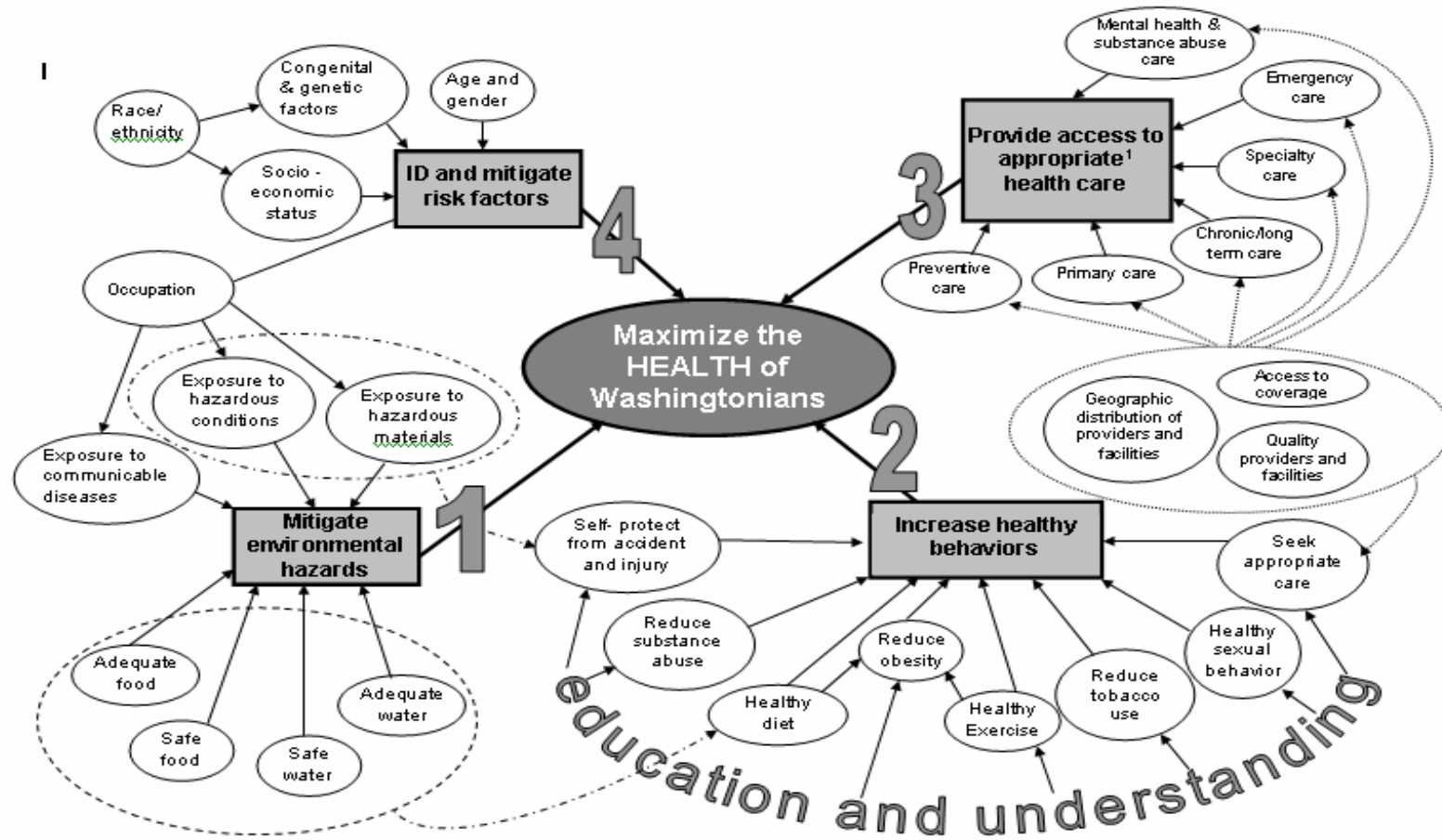
Mary C. Selecky, Secretary
**Wendy Holden, Director of Performance and
Accountability**



Overview

- The world of public health
- Accountability and the Department of Health
- Managing the accountability workload.
- What works and what doesn't
- Recommendations

The World of Public Health



The World of Public Health -- What we do

What We Do

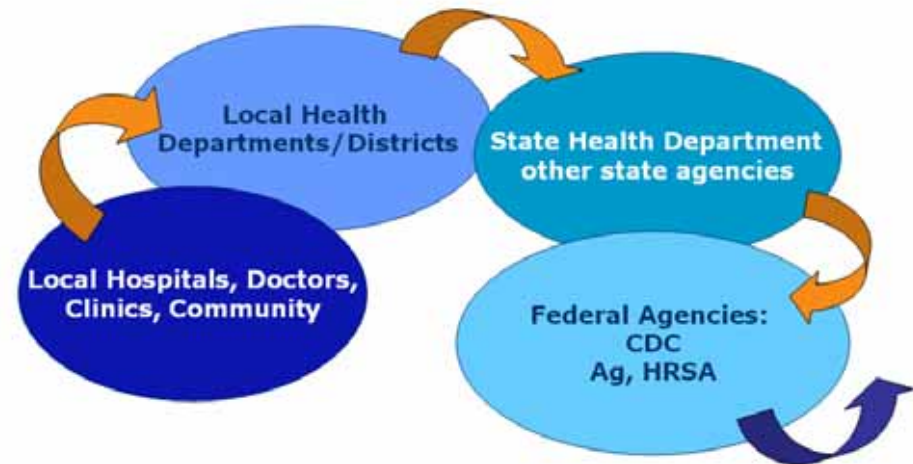
- Regulation and enforcement
- Direct services
- Support services
- Emergency response
- Education
- Policy development

Example -- Immunization

- Require immunizations
- Provide shots
- Distribute vaccine to providers
- Anti-toxins, mass vaccines
- Explain to parents
- Which vaccines? When?

Partnership and Accountability

- 35 independent, local partners
- Three branches of state government
- Multiple federal agencies
- Privates and non-profits



It's Getting More Complicated

In Statute:

- Priorities of Government
- GMAP
- Data driven management
- Quality improvement
- Washington Quality Award
- I-900: Performance audits

This is on top of:

- Basic statutory and fund source requirements
- Strategic planning, budgeting, and performance measures
- JLARC and GAO audits
- Regular financial audits
- Public Health Improvement Partnership Standards

Managing Accountability Demands

- **Negotiate with grantors to adopt rational yardsticks.**
- **Adopt internal systems to align planning, accountability and the budget.**
- **Find analytic and research resources where you can.**

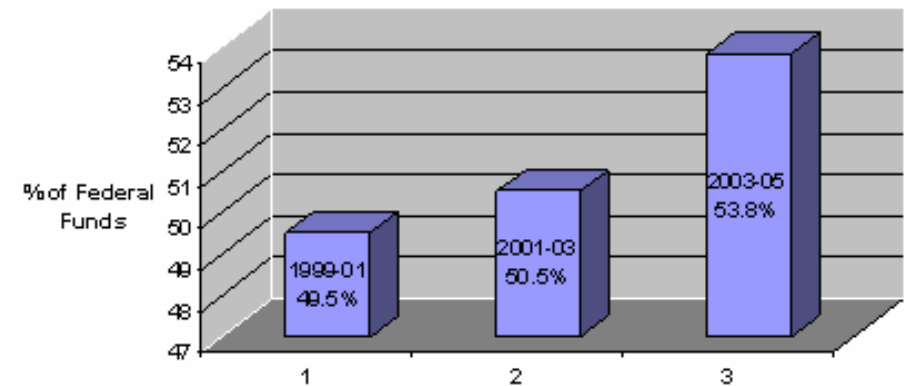
Focus, focus, focus. Pick an area. Put metrics around it and stick with it.

Nigel Crisp. Former chief executive
Dept of Health, NHS, United Kingdom

Managing Accountability Demands

- State cuts have hit administration and infrastructure.
- Federal funds and new state funds are increasingly tied to specific, shifting priorities.
- Everyone wants to see accountability, but no one wants to pay for it.

Federal Funds as a Percentage of Total Department of Health Funding, 1999-2005 Bienniums



What Works

- Governmental checks and balances
- Quality improvement approaches
- Executive leadership -- i.e. POG, GMAP
- Public Health Improvement Partnership

What Doesn't Work

- Changing measures before systems respond to them
- Conflicting and duplicative measures
- “Priority of the Month” from fund sources and auditors
- Required award submissions

Recommendations

- Focus on a few critical outcomes and measures necessary to achieve mission & strategic direction, and stick with them.
- Avoid temptation to constantly add, change or delete goals and measures.
- Recognize and resource the talent, skill and infrastructure needed to effectively manage and improve performance.
- Value function over form.

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